

FROM CRISIS RESPONSE TO ADAPTIVE GOVERNANCE: ORGANIZATIONAL LEARNING AND RESILIENCE AT BUCHAREST AIRPORTS

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Abstract. *The COVID-19 pandemic highlighted the fragility of airport systems that had been designed for stability instead of long-term disruption. Airport resilience is often measured through traffic, financial, and operational indicators. However, little attention has been given to the organizational mechanisms that facilitate the development of resilience in critical infrastructure organizations. This paper seeks to explore the Bucharest Airports National Company as a qualitative case for adaptive governance in the face of long-term uncertainty. Using document analysis of various Bucharest Airports National company reports, public communications, and various policy documents from the national and European government, this study shows that the resilience that was developed within the organization was a result of three different mechanisms: adaptive coordination across units, feedback loops that connected local operational signals to organizational adjustment, and cumulative learning that gradually reshaped routines, communication, and governance practices. Rather than presenting resilience as a fixed attribute or a matter of redundancy alone, the case shows it to be an emergent organizational capability produced through distributed adaptation and institutional learning. This paper will thus contribute to the existing literature on adaptive governance and organizational resilience by providing insights into the evolution of the organizational responses to crises into more sustainable forms of coordination and governance reform in the airport systems.*

Keywords: *adaptive governance; organizational resilience; airports; organizational learning; complex adaptive systems; crisis management*

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